



Partnering for Innovation

Solicitation for New Agricultural Partnerships (SNAP) in Ukraine

PI-SNAP-Ukraine-01

Agribusiness Partnership Initiative: Public-Private Partnerships to Support Agricultural Small and Medium Sized Enterprises in Ukraine

Date of issue:	February 2, 2015
Deadline for submission:	March 18, 2015 at 18:00 PM EST
Bidder's conference:	See Section II for details 10:00 AM on February 12, 2015 at US Embassy, John F Kennedy Center at 4 Igor Sikorsky Street, Kyiv
Performance period:	To be proposed but with end dates no later than July 31, 2017

I. Background

The Feed the Future Partnering for Innovation program is an initiative supported by the United States Agency for International Development (USAID) through the Feed the Future (FTF) initiative. The USAID "Agribusiness Partnership Initiative" will partner directly with the private sector to co-finance and co-design three new activities that address long-standing agricultural development challenges in Ukraine. USAID will partner with new investments from the private sector to address development and business challenges in Ukraine. The goal of this announcement is to solicit proposals to co-fund public-private partnerships that support small and medium sized enterprises (SME) across the agricultural value chain in Ukraine (input suppliers, equipment distributors, producers, market operators, service providers, etc.), with an annual revenue of less than \$1 million or cultivating crops on less than 3,000 hectares in Ukraine. Partnerships may improve the competitiveness of target beneficiaries through increased access to improved agricultural inputs, new or expanded market opportunities, better quality technical advisory services, improved business practices, among other potential interventions. All grant awards issued under Partnering for Innovation will be performance-based with partners achieving performance milestones over the period of the grant award.

Public-private partnerships (PPP) leverage market-based solutions to advance broader development objectives. When successful, the resulting alliances are sustainable and have greater impact on both agricultural SME beneficiaries and the end market. PPPs are co-designed, co-funded, and co-managed by all partners involved so that the risks, responsibilities, and rewards of partnership are shared. They work best and have the greatest development impact when private sector business interests intersect with USAID's strategic development objectives to achieve mutually beneficial goals.

II. Funding Opportunity

Partnering for Innovation is pleased to invite Ukrainian-registered private sector partners including domestic and international private sector companies, cooperatives, and local and international nonprofit



organizations to submit a full application for a grant award. The award will be directly managed by Partnering for Innovation with USAID. The intention of this solicitation is to identify private sector partnerships and enter into a business metric based milestone agreement that responds to the evaluation criteria set forth in Section V. The number of partnerships available will be determined based on interest, funding available, and quality of proposals. The anticipated level of funding available from Partnering for Innovation for this solicitation is \$3,000,000 with three partnerships anticipated. Proposals must make business sense for the partner and they must clearly demonstrate significant development impacts such as productivity increases, increased sales revenue, job creation and expanded domestic and international market access for agricultural SMEs. The proposed project should focus on new investments and not simply support ongoing operations and costs.

Application reviews will take place from March 30 until April 1. If successful, you will be notified of your application status by April 3. Note that immediate negotiations and site visits will occur with successful applicants sometime between April 3 and 17. Please make sure the proposed project manager and a decision maker can be available during that time. The negotiations and site visits are required steps in the award process should your application be selected.

Applicants are invited to attend a bidder's conference to receive detailed instructions and ask application-related questions. Please register [online here](#) by February 9, 2015.

- **Kyiv:** Thursday, February 12, 2015 at 10:00 AM. US Embassy, John F Kennedy Room at 4 Igor Sikorsky Street, Kyiv

Due to space limitations, we ask that one representative per organization attend the event. All questions regarding the solicitation made at the bidder's conference will be answered in writing. Questions can be submitted through February 19 at 1800 PM EST to innovation@fintrac.com. All questions and answers will be posted publicly on the Partnering for Innovation website: www.partneringforinnovation.org.

III. Eligibility

Private sector partners are invited to submit an application. These include Ukrainian-registered private sector partners including domestic and international private sector companies, cooperatives, and local and international nonprofit organizations. Companies with proposed activities that incorporate and ultimately benefit agricultural SMEs in at least one the following categories are eligible to apply:

1. Increase access to agricultural inputs (seeds, fertilizer, crop protection products, and equipment), technology and better agricultural and business management practices resulting in improved competitiveness, productivity, sales revenue and yields for agricultural SMEs.
2. Expansion of markets (domestic and export) for agricultural SME products through diversification of product lines, value-added processing of products and/or improvement of quality.

Required elements of the partnership include:

- A for-profit, private sector company with a registered, legal presence in Ukraine or the ability to conduct business in Ukraine must be a member of the proposed consortium of partners in an application.
- Successful applicants will have to register with the Ministry of Economic Development and Trade as implementers of a technical assistance project in accordance with Resolution of Cabinet of Ministers of Ukraine #153 "On Unified System of Engaging, Utilization, and Monitoring of the International Technical Assistance."
- At least a one-to-one match between US government funds and private sector funds with a preference for cash leverage. In-kind contributions will be considered; however, preference will

be given to proposals with cash contributions. Cash contributions include the value of goods and services directly benefiting and specifically identifiable to the project or program. This can include salaries, property and equipment purchased/rented/developed for the activity (including construction or rehabilitation), shipping, travel, etc. In-kind contributions include the value of goods/services already possessed by the partner and used toward the benefit of the project: volunteer time, the valuation of donated supplies, equipment, and other property already owned by the partner, and use of unrecovered indirect costs. In-kind contributions of any resource previously paid for by the US government through any other grant or project will not be allowed, nor any resource that has previously been used as leverage for any other US government project.

- Proposed partnership end date must fall before July 31, 2017.
- Preference will be toward partnerships with the most matching funds and/or in-kind contributions.

The following activities are not eligible for funding:

- Pure academic research.
- Research and development.
- Commodity procurement.
- Restricted goods that are imported from Cuba, Iran, Laos, Libya, North Korea, and Syria.

All applicants must be legally recognized entities in their country of origin and able to provide documented proof of legal status. Prior to award, Partnering for Innovation will conduct rigorous due diligence on your application. The due diligence process includes reference checks; a pre-award survey to ensure successful applicants have the organizational, managerial, and financial systems and controls in place to manage a performance-based grant; and, a site visit to evaluate the proposed strategy, meet with local stakeholders, and verify the potential impact proposed.

Prior experience with USAID or other US government entities is not required; however, if the applicant has received US government or other donor funding in the past, or has a proposal pending, details and purpose of such funding should be noted in the application. **Failure to disclose this information will result in disqualification.**

Applicants are required to propose leverage in their cost proposals. Feed the Future Partnering for Innovation reserves the right to negotiate the final proportion with successful applicants during negotiations. Applicants should also note that applications including additional in-kind and/or cash contributions from non-United States government sources will be deemed more cost effective and thus, more competitive. Funds from United States government supported programs cannot count towards leverage. Applicants may choose to dedicate their own, or other program funding as contribution in their budget proposal. Proposed contributions must be appropriate, relevant to the proposed activity, and will be carefully considered during the evaluation of applications.

IV. Scope of Work and Application Requirements

There are four parts to the application: a background information form, the 12-page technical proposal application, a budget using the attached template, and cost notes explaining how each cost line item was determined. **A technical proposal of no more than 12 pages in length using the attached application form** shall explain the proposed activities and goals for the partnership in line with partnership parameters listed in the scope of work. Proposals must address all elements of the scope of work for funding consideration. Attachments to the technical proposal are not permitted with the exception of an organizational chart or documentation indicating the proposed partnerships such as a Memorandum of Understanding. The two exceptions do not count toward the page limit. The background information form, the budget, and the cost notes do not count toward the 12-page limit for the technical

proposal as they are considered part of the cost proposal. An evaluation committee comprised of USAID and Partnering for Innovation will review and rate proposals in accordance with the evaluation criteria in Section V. USAID/Ukraine and Partnering for Innovation reserve the right to prioritize which successful applicants receive funding.

Program Goal

With a focus on small and medium sized enterprises in the agricultural sector, USAID supports partnerships in developing Ukraine's agriculture sector to spur economic growth that increases competitiveness, productivity, employment, and incomes. USAID/Ukraine and Partnering for Innovation's goal is to work with private sector partners to promote agricultural development by leveraging the expertise of commercial partnerships to benefit SMEs in productive and profitable ways.

Agricultural SME Impact

Agricultural SME impact is an important indicator of the success of the proposed partnership. USAID is interested in supporting partnerships that enhance productivity and growth of small and medium sized enterprises and/or incorporate these businesses into existing operations. Applicants are required to indicate the number of SMEs the partnership will benefit. Applications should describe proposed interventions and the number of SMEs positively impacted under the proposed partnership. Elaborate on how the partnership will work closely with the maximum number of SMEs. The ratio of US dollars spent (of total proposed funds and contributions) to the number of agricultural SMEs reached will be a metric which applicants will also be rated against. In cases where the main beneficiaries are non-farm SMEs (i.e., distributors, processors, etc.), the proposal should also indicate how many small and medium sized producers would benefit indirectly from the project.

Applicants should also consider the following questions in their applications:

- How the training, improved access to new technologies, or better management practices will benefit SMEs in terms of, but not limited to: increased competitiveness, increased productivity, improved business practices, increased sales revenue, increased profitability, job creation, higher yields, decreased time, decreased drudgery, and decreased environmental impact.
- When proposing to increase access to technologies, the applicant should explain how agricultural SMEs will access and afford the product, such as through new points of sale, on-farm extension services, or alternative leasing or financing options, and how introducing the new technology could impact the environment and a proposal to mitigate those impacts, such as through a recycling program.
- How the partnership will expand market opportunities for agricultural SMEs and ensure fair market value for their commodities. How small and medium business enterprises will be commercially viable.

Please note that not every partnership is expected to address every area. Applicants are encouraged to be specific in linking their proposals to their existing business model and to explain how the partnership will enable them to work with more SMEs, reach more customers, or expand services into new areas. The proposal should show how the activity will achieve development results *and* meet a business need.

Partnerships and Organizational Capacity

Please list the key staff responsible for startup and management of the proposed activity and their qualifications. What is the proposed management structure and roles of the implementation team? What

is your business history and experience implementing similar programs? Do you have partner(s)? Please name them and describe your and your partner(s) role(s). Indicate whether you have a formal agreement with them and the related details and commitments of the relationship. Are there gaps in your team and what type of organization is needed to achieve the goals of the proposed activity? Please attach a one-page organizational and management chart indicating the staff and partners that will be dedicated to this activity. Please also attach any memorandums of understanding or other documentation indicating the formal nature of the proposed partnerships. These are the only allowable attachments to the technical proposal and do not count toward the 12-page limit.

Sustainability

How will the activity continue beyond the end date of the grant period? Discuss how the activity could be scaled-up over the next five years. Elaborate on how services, inputs, or market access for agricultural SMEs will be sustained. How will the partnership remain intact or evolve post grant funding?

Budget

The budget is required for submission and will be evaluated based on best value. Costs will be evaluated in equal weight for cost effectiveness and cost realism of the application, explained below.

Cost effectiveness will be measured as the degree to which the application demonstrates viable resources for in-kind and/or cash contributions from non-US government sources; the degree of efficient use of funding resources towards direct costs with direct correlations to the delivery of results; and the ratio of dollar to results.

Cost realism is an assessment of accuracy with which proposed costs represent the most probable cost of performance within the Applicant's technical and management approach. Cost realism is used to: a) verify the Applicant's understanding of the requirements; b) assess the degree to which the cost/price proposal accurately reflects the approaches and/or risk assessments made in the technical and management approach as well as the risk that the Applicant will provide the supplies or services for the offered prices/cost; and c) assess the degree to which the cost included in the cost/price proposal accurately represents the work effort included in the technical proposal.

Upon determination of cost effectiveness, cost realism, and cost allowability, as part of the negotiation process, the Applicant's budget will be converted to a milestone-based payment schedule which will correspond with the final negotiated milestone. Payment will be made in accordance with completion of the negotiated milestones.

The budget, with the exception of the total leveraged amount, will not be included in an applicant's technical evaluation and will be reviewed separately after the technical review of applications is complete. The proposed budget shall contain detailed information to determine the general reasonableness, allowability, and allocability of all costs. Please use the format in the attached spreadsheet to complete your cost proposals. The budget should include:

- Detailed, line item costs, in US dollars, that include costs that are based on fair, current market prices for proposed goods and services.
- Leverage amount. A minimum one-to-one leverage is required by USAID/Ukraine and Partnering for Innovation. Leverage will be evaluated as an indication of the applicant's commitment to the proposed activity. The budget template includes separate columns for requested funding and leveraged amounts.

The budget should be accompanied by detailed **cost notes**. The cost notes should be in a separate document from the Excel budget and organized by line item to correspond with the budget, containing

the rationale for each cost item. During the negotiation process, you will be asked to provide verification for the rates proposed. The budget narrative, cost notes, should be of sufficient detail so that someone unfamiliar with your organization or the activity could review and adequately understand/grasp the assumptions/reasonableness and calculation method used. Additionally, detail provided should be at a level whereby specific rates and quantities are disclosed, such as the cost of a consultant would be the consultant's rate multiplied by an estimated number of days, or for telephone costs, the cost may be calculated by an average cost per month multiplied by the number of months. Please attach a copy of your organization's legal registration to your budget narrative.

Keep in mind the following points when completing your cost proposal:

- Daily rates should be proposed for all personnel.
- Travel costs should be consistent with fair market prices and the applicant's organizational policies. Under no circumstances can per diem costs exceed the U.S. government maximum. Per diem rates can be located here: http://aoprals.state.gov/web920/per_diem_action.asp?MenuHide=1&CountryCode=1227
- Indirect or overhead rates can be included but will need to be verified; however, fee or profit of any kind should not be budgeted.
- For all travel and any shipment, origin and destination should be included.
- Goods from Cuba, Iran, Laos, Libya, North Korea, and Syria are not eligible for funding.

Partnering for Innovation encourages all applicants to initiate the process for obtaining a DUNS number and registering in the US government's System for Award Management at www.sam.gov. A valid DUNS number and active registration in [sam.gov](http://www.sam.gov) are requirements for award.

Please use the template provided for the budget and explain the rationale for each cost item in separate cost notes. The budget and cost notes will not count towards the 12-page limit.

V. Evaluation Criteria

Evaluation criteria are listed in descending order of importance; USAID/Ukraine and Feed the Future Partnering for Innovation reserves the right to prioritize applications based on program objectives.

- **Program Goal:** How the proposed activity fits within the Agribusiness Partnership Initiative goals as defined in Section IV. How the proposed activity complements ongoing programming in Ukraine. How the activity aligns with your business goals and objectives.
- **Agricultural SME Impact:** Applicants will be evaluated on the total number of agricultural SMEs benefitted as a ratio of the total dollar amount invested (requested and leveraged funds) with fewer dollars per beneficiary rated higher. Applicants will also be rated on the projected increase in producer's income or enterprises' sales revenue and profitability relative to the total amount of the partnership. Agricultural SME benefit or impact can be defined as improved productivity of SMEs based on improved yields, increased net income, increased sales revenue and profitability, job creation, improved business practices, reduced post-harvest loss, improved agricultural practices, increased access to financing, and access to new technologies. If you are applying to diversify your products or markets, your application should explain how the small and medium enterprise will benefit from selling their commodity and accessing a new market. If you are applying to increase access to a new technology, your proposal will additionally be evaluated on how appropriate, affordable, and accessible the technology is to the small and medium sized enterprise. Applicants must indicate the number of qualifying beneficiaries they intend to reach.
- **Organizational Capacity and Partnerships:** Ability of applicants to implement activity based on capacity, experience, years of operation in Ukraine, and scope of partners. For-profit, private sector companies registered in Ukraine must be included in consortium.

- **Sustainability:** How the activity will continue post-grant funding elaborating on the business to ensure commercial viability.
- **Leverage Ratio:** Amount of leverage in relation to requested funds. Preference will be given to proposals with more than 1:1 matching. Descending order of preference for leveraged funds includes: cash contributions, other in-kind contributions, and other donor sources. The proposed project should focus on new investments and not simply support ongoing operations and costs. Any mention of leverage related to the budget should only be included in the cost proposal and should not be mentioned in the technical proposal. Under no circumstances can US-government funding sources be used as leverage.

VI. Instructions for Submission

Please submit a proposal of no more than 12 pages in length addressing the points in Section IV, consistent with the evaluation criteria in Section V, and addressing the points in the attached application form. The 12-page limitation does not include the organizational chart, partnership documentation, copy of Letter of Intent if applicable, background application form, budget proposal, or related cost notes. The application must be typed with a minimum 11-point font. Please do not include any hyperlinks to external documents, websites, videos or other sites in your proposal as these will not be considered by the reviewers. Any information about your proposed program should be captured in the technical proposal.

Applicants may submit questions to innovation@fintrac.com until 18:00 EST February 19, 2015 with answers to questions released on a biweekly basis starting from the release of the solicitation. Please note that all questions and answers will be published and sent to all Applicants.

Applicants are invited and encouraged to attend a bidder's conference on Thursday, February 12 at 10:00 AM at the US Embassy, John F Kennedy Center at 4 Igor Sikorsky Street, Kyiv.

All submitted documents related to this request for applications may be submitted in English and all costs shall be expressed in US dollars. Non-US entities should specify the exchange rate used in their budget proposal. Applicants must set forth full, accurate and complete information as required. The penalty for making false statements to the United States government is prescribed in 18 U.S.C. 1001 (Making false Statements).

All applications must be submitted via e-mail to innovation@fintrac.com with the name of your organization and PI-SNAP-Ukraine-01 in the subject line. Receipt of submitted application will be confirmed. Only documents in Microsoft Word, Microsoft Excel, or PDF format will be accepted. All budget spreadsheets should be submitted at minimum in an unlocked Excel spreadsheet. Zip files, other executable files, and files that are larger than 5 MB will not be reviewed. Applicants are requested to create a profile on the AgTechXChange (<http://agtech.partneringforinnovation.org>).

USAID/Ukraine and Partnering for Innovation reserve the right to fund any or none of the applications submitted. Issuance of this solicitation does not constitute an award or commitment on the part of USAID/Ukraine or Partnering for Innovation, nor does it commit the US government or Partnering for Innovation to pay for costs incurred in the preparation and submission of an application.

As noted above, applications must be received by March 18, 2015 at 18:00 EDT. Applications will not be considered if delivered in hard copy form, nor will incomplete applications or submissions received after the deadline. Applications that exceed the page limitation will only be reviewed through the twelfth page of the application. Review of applications is expected in late March/early April 2015.

The program expects successful partnerships to begin implementation between June and July 2015, with exact timing to be determined based on the completion of negotiations.

Solicitation for New Agricultural Partnerships (SNAP) in Ukraine

PI-SNAP-Ukraine-01

**Agribusiness Partnership Initiative: Public Private Partnerships to Support
Agricultural Small and Medium Sized Enterprises in Ukraine**

Background Information Form for Subgrant Awards

Submission Due: March 18, 2015 1800 EDT

Background		
Section Description of Required Information		
Company/Organization Name:	[Name of the organization]	
DUNS Number	[Registration number]	
Date Founded:	[Founding date of company/organization]	
Brief Description of Applicant:	[No more than 100 words]	
Proposed Project		
Project Location		
Dates/Duration of Project	[Enter projected start and end dates]	
Potential Impact on Agricultural SMEs:	[Paragraph describing anticipated sustainability of activities/results to be derived from project]	
Applicant Contact Information / Office Address		
Company/Organization President/CEO/Executive Director	Name:	Position:
	Phone:	Fax:
	Email:	
	Address:	
Project Manager/ Individual Responsible for Application	Name:	Position:
	Phone:	Fax:
	Email:	
	Address:	
Current donor-funded projects	[Note three current projects funded by a US government agency and/or other donor on a similar project]	
Past performance references	[Include contact information for three references that can speak about your organization's expertise with the proposed technology. If your organization has previously been awarded a contract, grant, or other agreement with the US Government, please include the officer in charge of such agreement as one of the three references.]	

[End of background section]

The application form for the 12-page application begins here:

Program Goal: With a focus on agricultural SMEs, USAID supports partnerships in developing Ukraine's agriculture sectors to spur economic growth that increases productivity, employment, and incomes. USAID/Ukraine and Partnering for Innovation's goal is to work with private sector partners to promote agricultural development by leveraging the expertise of commercial partnerships to benefit agricultural SMEs in productive and profitable ways. Explain how your proposed activity meets your company's goals and complements the Agribusiness Partnership Initiative goals.

[Insert Program Goal answer here]

Program Goal - Situational Analysis: Clearly describe and analyze the challenge the proposed partnership will address and explain how the proposed activity will provide solutions. Indicate the number of small and medium sized enterprises that will directly benefit from the partnership.

[Insert Program Goal - Situational Analysis answer here]

Market Analysis: What is the current market potential for the service, input or product proposed in this application? What constraints exist in expanding into the proposed market or product? Who are the key competitors in the intended market for the proposed market or product? How will your business adjust to support the introduction of a new product or market?

[Insert Smallholder Impact - Market Analysis answer here]

Agricultural SME Impact: How will the activities benefit agricultural SMEs? Specifically, how will the activity positively impact agricultural SMEs competitiveness including but not limited to: increased productivity, increased yields, increased income, increases sales revenue, improved business practices, job creation, reduction in post-harvest loss, labor savings, improved access to inputs or technologies, new market opportunities, financial services, training, and extension. Discuss other activities and related benefits, if applicable. Use quantifiable data based on research, current production, and/or projections throughout the life of the proposed activity to demonstrate impact. How many agricultural SMEs are you currently working with? How many total SMEs will you work with through this activity and what is the projected increase in income or additional employment as a result of the proposed activity?

[Insert Smallholder Impact answer here]

Organizational Capacity: What is the lead applicant's business history and experience implementing similar programs? Please list the key staff responsible for startup and management of the proposed activity and their qualifications. Attach a one-page organizational chart.

[Insert Organizational Capacity answer here]

Proposed Partners: For partners that will receive funding as part of the partnership, name the partners and clearly describe the roles and responsibilities for the lead applicant and proposed partners. Also include the proposed partner's capabilities in implementing similar activities. If there are other collaborative partners critical to helping the partnership reach its goals, please list them.

[Insert Proposed Partners answer here]

Sustainability: How will the activity continue beyond the end date of the grant period? Provide a five-year projection of sales and revenue. Elaborate on how services, products and market access for agricultural SMEs will be sustained. How will the partnership remain intact or evolve post grant funding?

[Insert Sustainability answer here]